



**Gary Community School Corporation**  
*Doing What is Best for Students - Today - Tomorrow - Everyday*

## EMERGENCY MANAGER REPORT

### DISTRESSED UNIT APPEALS BOARD (DUAB)

February 13, 2020

Prepared by



**Gary  
Schools  
Recovery, LLC**



# Distressed Unit Appeals Board

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Emergency Manager Report

Prepared by Gary Schools Recovery, LLC

February 13, 2020

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## I.0 EMERGENCY MANAGER UPDATE

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### EMERGENCY MANAGER'S SUMMARY

For this month's EM Report, I would like to focus on several specific areas: Transportation, Food Service, Finance, Curriculum, and School Security Services. These areas have been particularly busy during the month of January. I would also like to share that beginning January 1, 2020, the GCSC employees began their new health coverage. The response has been tremendous. Staff members are very pleased with the coverage, clinic access, prescription services, and ease of transition to the new plan. As an aside, other Northwest Indiana school districts have made contact with the newly formed insurance trust and are expressing interest in membership beginning late 2020.

### FOOD SERVICE

Chef Britney McCray has been very busy preparing for the transition to a self-operated food service program. She has been working to develop systems that will provide for a smooth and seamless transition between the current provider, SODEXO, and the GCSC. Britney's vast experience, knowledge, and understanding how to serve children will be the key to the successful transition of the Food Service program.

Ms. McCray is also working very hard to implement the "Back-pack" program for our children. Britney's background in organizing resources and serving the needs of the underserved is, again, the key to the successful implementation of this program.

### FOOD SERVICE REPORT

The goals for school year 2019-2020 have been to increase student participation, provide more nutritional and acceptable meals to our students, and improving facility quality and efficiency.

On October 11, 2019 we held our first Food Service Management Company (FSMC) Advisory and Wellness Committee Meeting. Many students, parents and staff provided great information regarding our current contracted vendor's successes and areas needing improvement. Information from that meeting was used to help improve operations at each building. Since that time, we have also updated and/or replaced some much outdated equipment and assessed functionality of overall kitchen space.

We have also met with Purdue Extension and the NWI Food Bank regarding multiple feeding opportunities for our families. One venture that we hope to partner very soon on is to bring a free mobile market to one of our school locations for our homeless families. Currently we have close to 170 McKinney-Vento students. Each family will be able to shop the "market" for various food items monitored by Gary Community School Corporation volunteers. The other venture would be to bring a backpack program to our severe need students. At this time, we are assisting other departments in finding funding to operate such programming.

As the year progresses, we continue to review established contracts and agreements and move forward with procuring adequate vendors for school year 2020-2021.

## FINANCE

Ms. Rosinko, CFO/COO has been extremely busy during the month of January. Ms. Rosinko has been charged with implementing new financial software. This task includes ALL aspects of finance. GCSC has not had an integrated software system that will allow for all aspects of the operation to share data and information. This has been a herculean task and I am extremely proud of the hard work and perseverance demonstrated by Ms. Rosinko.

### FINANCE REPORT

Continued progress is being made in the business department to close the financial transactions for 2019. We presently have all payroll and related expenses manually uploaded in RDS and are in the process of reconciling. The Department of Education has extended the timeline to submit form 9 reports for all school districts until February 26<sup>th</sup>, so we are confident our financial report will be provided on time.

I am pleased to report that we have been operating in our new financial software with Low Associates since January 1, 2020. All staff have been trained and are pleased with the transition to the new software. Three payrolls have been completed and we are confident that the month's transactions can be quickly reconciled with the new software.

## TRANSPORTATION

Transportation efficiency continues to be a primary focus. Mr. DeLeon has been charged with reducing Transportation operating cost and improving route and on-time efficiencies. Mr. DeLeon has met with and continues to seek input from Mr. LaRocco, IDOE Director. Mr. DeLeon is developing a plan that will continue to reduce operating costs and improve route efficiencies without jeopardizing service to our community. Mr. DeLeon is also working with Mr. LaRocco to develop an RFP in preparation of rebidding the GCSC Transportation contract. Target for releasing the RFP is Early fall 2020.

### TRANSPORTATION REPORT

Goals for January

- ◆ Work on getting MV vehicles
- ◆ Develop game plans for optimizing Tiers
- ◆ PT for bus monitors: Mandated Reporting
- ◆ On-Going Operations

December

- ◆ Met with Mike LaRocca

- ◆ On-Board new resource
- ◆ Finished On-Time Performance Review: Buses were all reporting at better than 99% during AM drop-offs at the schools.

Our goal is to transport students safely and securely.

We do this by:

- ◆ Finding ways to streamline the transportation operation.
  - Using Metrics (e.g., Increasing on time arrivals, etc.)
  - Auditing Headcount to maximize bus capacity

Updates

- ◆ We are transporting 2,789 students daily.
- ◆ On Time Arrivals at Schools at AM are above 99%.
- ◆ 8,778 AM Runs. 17,556 Total Runs.
- ◆ Other Services to our Students
- ◆ Athletics Transportation
- ◆ Roosevelt Midday Student Transportation
- ◆ After School Tutoring for all Schools
- ◆ WSLA to IUN – College Readiness
- ◆ EXTRA-GMS Cheerleading
- ◆ EXTRA-GMS Basketball
- ◆ STARBASE Transportation
- ◆ FIELD TRIPS

TIER	School	Ridership	On Time %
TIER 1	WSLA (Citywide)	617	99.8
TIER 2	Banneker @ Marquette (Citywide)	334	99.6
TIER 2	Williams	122	99.9
TIER 2	McCullough (Citywide)	232	99.9
TIER 2	Bethune (Citywide)	35	99.9
TIER 2	Beveridge	166	99.9
TIER 2	Career Center (Citywide)	61	
TIER 2	Glen Park	297	99.9
TIER 3	Edgewater (Citywide)	7	
TIER 3	Roosevelt (Citywide)	203	
TIER 3	Bailley (Citywide)	318	99.8
TIER 3	Gary Middle (Citywide)	397	

### Challenges

- ◆ More schools are citywide. But we met the challenge without increasing the time on bus for students. To reduce the impact to students, we needed to add more buses to the operation.
- ◆ Safe corners. The public has been phenomenal in giving us feedback on unsafe corners. We have addressed these concerns and have moved stops accordingly.
- ◆ Stop Arm Violations. We encourage the public to help us with evangelizing the importance of stopping for our children when the stop arm is engaged.

### SECURITY SERVICES

Detective Lillie, Supervisor of Security, has been working diligently to improve and upgrade our monitoring systems, continue patrols of occupied and unoccupied properties, and create a smooth transition between the new GPD Chief and the GCSC. Detective Lille's knowledge and

expertise has created a much safer environment for all GCSC children, parents, and staff. The included report demonstrates a clear and positive direction for the Department and our commitment to the safety and security of our entire community.

## SECURITY SERVICES REPORT

- ◆ Began camera project for Beveridge school and Bethune.
- ◆ Add up to date servers in the newer schools that have camera systems in them, but the servers are not operating.
- ◆ Vehicle quotes for security services
- ◆ Convert all schools burglar and fire alarm systems and monitoring over from the old ABC security system to American Eagle security system and monitoring.
- ◆ Continue monitoring security systems that are at the unoccupied schools (Wirt, Roosevelt, and Lincoln).
- ◆ Collaborate with BGM to come up with a tier system of importance according to the structure of each abandoned building to secure and monitor them as best as possible.
- ◆ Form a panel or commission of SRO's in the city, including charter schools to be able to share resources, trainings, and information related to security issues and ultimately providing the safest environment possible for all schools throughout the city.
- ◆ Partnering with the Gary for Life initiative that is being initiated by the City of Gary Police Department, City of Gary, and Department of Justice to share and gain resources to better curve the violence in our community and ultimately our schools as well. Also partnering with the police and fire department to conduct and complete building safety assessments to advise what other safety measures can be done to secure our buildings from the negative outside elements that students, staff, and parents can be exposed to.
- ◆ Continued partnership with Dr. Magee and the POP organization and other mentoring services such as GAPS that can also assist with keeping our students on a safe and positive track to success.

Updates:

- ◆ Brand new camera systems inside GMS, Bailly, and West Side School.
- ◆ Brand new fire and burglar systems inside West Side, Wirt, Roosevelt, Career Center, GPA, Bailly, and GMS.
- ◆ Received Indiana Secured School Safety Grant for the second year in a row.
- ◆ Decrease in serious incidents throughout the district.
- ◆ 90% of security staff trained in CPI.
- ◆ Improved communication resources between SROs, administrative staff, and security personnel.

- ◆ All occupied schools throughout the district received a passing score on a pass/fail scale from the IDOE for our safety audit. All schools were in compliance with up to date documentation and drills that are mandated monthly and yearly.
- ◆ Up to date Safety and Emergency Preparedness Plans
- ◆ 28 arrest have been made during my 2-year tenure as Security Director.

## CURRICULUM

Ms. Douglas and the Curriculum Department have been very busy during the month of January. Planning and implementation of after-school tutoring, student assessment, and staff development have been a primary focus.

## CURRICULUM REPORT

### *July – September 2019 Highlights:*

- ◆ Complete Resource Inventory – July/August 2019
- ◆ Conduct Comprehensive Needs Assessment (Instructional Staff)- August 2019
- ◆ Develop Professional Development Calendar based on Needs – August 2019
- ◆ Distribute Curriculum Materials (Maps, Assessments, etc.)– August 2019
- ◆ Conduct Walk-Throughs and Informal Evaluations – Ongoing (beginning September 2019)
- ◆ Provide Instructional Feedback and Coaching – Ongoing (beginning September 2019)
- ◆ Conduct Monthly Data Meetings (beginning September 2019)
- ◆ Provide Monthly Professional Development (beginning September 2019)

### *October Highlights:*

- ◆ Continued implementation of Exact Path/Study Island- Computer-based programs designed to provide individualized instruction and common assessment tools.
- ◆ Development of Teacher Task Force in Curriculum, Technology, and Discipline- School improvement requires collaboration among teachers. These teams collaborate and determine best practices to share throughout the district.
- ◆ Professional Development-On October 11, the Curriculum Department offered district-wide PD in Classroom Management 101, Data Analysis, Infinite Campus, Health and Wellness for students and staff, PBIS, Instructional Feedback for School Leaders, and Answering Constructed Response Questions.
- ◆ Curriculum Department staff has also participated in the following professional development Mathpalooza and Math Frameworks, and Analyticals Algebra II.

*November Highlights:*

- ◆ Development and Implementation of Cycle 3 Common Assessments
- ◆ Data disaggregation to provide targeted intervention to students
- ◆ Individual and small group instruction at Beveridge Elementary School
- ◆ Gary Performance Summit led by Dr. Ron Sandlin, Senior Director of School Performance and Transformation, Indiana State Board of Education
- ◆ Principal Coaching and Evaluation
- ◆ Training in Learning for Life Curriculum developed by Boys Scouts of America (K-12 Social Emotional Learning Program for all students led by Discipline Task Force)
- ◆ Development of Technology Teacher Task Force to facilitate E-Learning, including implementation of Google Classroom and access to technology (in school and at home) for all students
- ◆ Curriculum team attended IDOE's Sailing Toward Proficiency.

*December Highlights:*

- ◆ Career Pathways: A K-12 Progression presented by Woz Ed. This session took place on Friday, December 13. GCSC Administrators and invited staff engaged in hands on activities in robotics, engineering, drone piloting, cybersecurity, artificial intelligence, and other tech career pathways that will be available to Gary students through partnership with Woz Ed.
- ◆ K-12 Deans met with representatives from Boys Scouts of America to develop plans to implement Social Emotional Learning in all schools.
- ◆ Curriculum, Testing, and Assessment teams met with Edmentum staff to complete SWOT analysis of Exact Path and Study Island usage in the district for remediation, enrichment, and assessment
- ◆ Development and Implementation of Cycle 3 Common Assessments
- ◆ Individual and small group instruction at Beveridge Elementary School
- ◆ On-going Principal Coaching and Evaluation

*January Highlights:*

- ◆ Google Classroom: The Anywhere School at Google. This session took place on January 21, 2020. This will assist as the district looks to implement E-Learning and transition to a Google-based platform.
- ◆ Career Pathways: A K-12 Progression presented by Woz Ed. This session took place on January 29, 2020. GCSC Administrators and invited staff engaged in hands on activities in robotics, engineering, drone piloting, cybersecurity, artificial intelligence, and other

tech career pathways that will be available to Gary students through partnership with Woz Ed.

- ◆ Development and Implementation of Cycle 4 Common Assessments
- ◆ Data analysis of ISTEP ELA/Math re-testers at WSLA to develop intervention (bootcamp) for students
- ◆ Training of elementary and middle school teachers to develop curricula for after-school tutoring
- ◆ Facilitate ordering of books (middle and high school health) and supplies for students
- ◆ On-going Principal Coaching and Evaluation

*Gary Area Career Highlights and Accomplishments:*

- ◆ Partnering and working with Purdue University, West Lafayette Indiana to begin an Agriculture program. This program will allow both students and community members to utilize the donated Aquaponics System to harvest and grow our own vegetables and herbs.
- ◆ Conducted a Comprehensive Local Needs Assessment with all Stakeholders at the Gary Area Career Center – 50 Stakeholders Attended the Event to discuss the needs of all programs.
- ◆ All Culinary Students are preparing to take the ServSafe Food Manager Certification Test in March.
- ◆ Culinary II Program through Ivy Tech State College developed – Dual Credit Opportunity.
- ◆ Construction students attended USA Skills Competition to acquire real-life skills for the first time.
- ◆ Developed the Graphic Arts and Design Program: Students have worked with WSLA and the community to create various materials for events.
- ◆ State of the art graphic copier purchased for our Graphic Design Art Program.
- ◆ Student participation increased in the Work Ethic Certification Program.
- ◆ Increased the academic rigor so that students are ready to be placed in various internships after the completion of their programs in the community.
- ◆ Partnering with and working with Vincennes University to provide more Dual Credit Opportunities.
- ◆ New Commercial Stove Purchased for the Culinary Arts program.
- ◆ New Criminal Justice Program implemented at the Career Center.
- ◆ Crime Lab Equipment and supplies and materials purchased for Criminal Justice program.

- ◆ Culinary Arts participated in field Trips to Stack & Van Til's, J's Breakfast, and the Foodbank of Northwest Indiana.
- ◆ Gary Area Career Center has increased the enrollment numbers from 70-168.
- ◆ Developing curriculum and instructional needs to better prepare Culinary Arts students by purchasing more equipment: a Grill, Fryer, Ice Cream Machine, and Chiller.
- ◆ Aviation Program is being developed and slated to start during the 2020- 2021 school year.
- ◆ Developed Student Produced Marketing Materials to further increase interest in the Graphic Arts program.
- ◆ Program Booklet Developed and Marketed to Surrounding Schools that showcases what the GACC has to offer.
- ◆ Secured MOU with 21<sup>st</sup> Century, Thea Bowman, Theodore Roosevelt Career Academy and Gary Middle College
- ◆ Purchased new laptop cart and computers for our students to better utilize technology in the 21st century classroom.
- ◆ The following programs are successfully functional and running for the 2019-2020 School Year: Cosmetology, Construction, Criminal Justice, Culinary Arts, Early Childhood, Graphic Design, Health Science and Welding.
- ◆ Developed and implemented a Senior Citizen Event for our Barbering and Cosmetology Programs.
- ◆ Cosmetology students foster relationships with the community through the Spa Day Event.
- ◆ Created a Meet, Eat and Greet program for the community to "Take Another Look."
- ◆ Working with the Gary Fire Department to implement a Fire and Rescue Program.
- ◆ Developed 10 recruitment events, at the various local high schools to further recruitment efforts for the GAAC.
- ◆ Revamping our programs to include work-based learning experiences that meet graduation requirements.

## GARY COMMUNITY SCHOOL CORPORATION EVENTS

### DR. MORIKIS' CALENDAR OF EVENTS

- ◆ 2<sup>nd</sup> & 4<sup>th</sup> Mondays - Meet Dr. Pete J's Breakfast Club – 10:00am
- ◆ 2<sup>nd</sup> & 4<sup>th</sup> Tuesdays – Radio Broadcast (WLTH) – 12:30pm
- ◆ January 9 – Hard Rock Casino Ground Breaking – 9:30am

- ◆ January 13 – Chamber of Commerce Luncheon – 11:30am
- ◆ January 14 – GACC Stakeholders Meeting
- ◆ January 14 – Emergency Managers Forum – 6:00pm
- ◆ January 18 – MLK 41 Annual Memorial Breakfast – 8:00am
- ◆ January 20 – 51<sup>st</sup> Ecumenical Services
- ◆ January 21 – Insurance Meeting
- ◆ January 22 – NWI Study Council Meeting – 10:00am
- ◆ January 29 – Meeting with Mayor Jerome Prince – 9:00am
- ◆ January 30 – GEDF MLK Program @ West Side Leadership – 10:00am
- ◆ January 30 – Banneker @ Marquette Staff Meeting – 3:30pm

### GCSC DISTRICT HAPPENINGS

- ◆ January 8 – J5 Press Conference -9:00am

## 2.0 COMMUNICATIONS REPORT



**Gary Community School Corporation**  
Doing What is Best for Students - Today - Tomorrow - Everyday

# Gary Schools Communications Update

2/13/2020

### SOCIAL MEDIA SNAPSHOT



**6,480**

Followers as of February 3, 2020  
(An increase of 263 followers since our November meeting, and an increase of 2,200+ followers since tracking began May 1, 2019)



**345**



**188**



**Gary Community School Corporation**  
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## As Seen Around the District

“On Thursday we celebrated our seniors in Swimming, Cheer, and Girls Basketball. We are extremely proud of each of these young women for their hard work as student-athletes. Each of them have a bright future and WSLA is grateful for their dedication, commitment and focus to being great. Thank you for representing West Side with Pride!!!”  
 – Principal Othiniel Mahone

## As Seen Around the District



## As Seen Around the District



Career Center Culinary students get a new stove through a Perkins grant.



## As Seen Around the District MLK Celebration



## As Seen Around the District



Congratulations to our Glen Park Academy for Excellence in Learning for winning the elementary basketball tournament recently held at West Side Leadership Academy!

## Upcoming Dates in the District

February 11th - (EM) Public Forum

February 13th – DUAB Meeting in Indianapolis

February 14th – Valentine’s Day

February 17th - President's Day (schools closed)

February 26th - Fiscal Management Board Meeting

**FEBRUARY IS BLACK HISTORY MONTH**

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## 3.0 BOND REFUND

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### FINANCE UPDATE

Lisa J. Rosinko  
Chief Operation and Financial Officer

The Gary Community School Building Corporation closed January 30, 2020 on the refunding bond series 2020, this is a refinance of the 2012 bond issue. The refunding resulted in a higher than expected savings of \$1,142,662, just over \$80,000 per year for 7.5 years. The savings initially was projected at \$772,882 however a favorable market, low interest rates and the ability to use the state intercept rate was all in our favor in the bond sale. Attached you will find a summary report provided by Jimmy Shanahan, our bond counsel. Our next opportunity to save interest debt will be this summer when we have the ability to refund our 2010 bonds.

## BONDS REFUNDING RESULTS MEMO

### MEMORANDUM

TO: GARY COMMUNITY SCHOOL CORPORATION, INDIANA DISTRESSED UNIT APPEALS BOARD  
 FROM: JIMMY SHANAHAN, TAFT STETTINIUS & HOLLISTER LLP, BOND COUNSEL  
 RE: 2013 FIRST MORTGAGE BONDS REFUNDING RESULTS  
 DATE: FEBRUARY 3, 2020

### TRANSACTION SUMMARY

On January 30, 2020, the Gary Community School Building Corporation (the “Building Corporation”) issued its Taxable Ad Valorem Property Tax First Mortgage Refunding Bonds, Series 2020 for and on behalf of the Gary Community School Corporation (the “School Corporation”). This memorandum provides a brief summary of the results of the transaction.

The Building Corporation refinanced its Taxable Ad Valorem Property Tax First Mortgage Bonds, Series 2013 (also sometimes referred to as the 2012 Bonds). The 2013 Bonds were sold through privately placement to The Northern Trust Company in 2013, and the bank had a put option to force a refunding in 2020. The Emergency Manager Team worked with the investor to refinance the bonds in the current low interest rate environment with no market penalty relating to the put option.

This refunding continues upon the success the School Corporation realized late last year when refunding its 2009 GO Bonds, and is the first time that a School Corporation designated as a “Distressed Political Subdivision” pursuant to INDIANA CODE 6-1.1-20.3 has attempted to access the capital markets with a building corporation / lease structure.

The preliminary estimates for savings on this refunding was \$772,882 (approximately an average of \$58,000+ a year) based upon the existing market conditions in fourth quarter 2019, and the fiscal condition of the School Corporation. **The actual savings result was \$1,142,662 in debt service savings (over \$80,000+ a year) with net present value of the savings of \$929,423.** The percentage of savings was 5.9% noted by Karl Cender, the School Corporation’s Municipal Advisor with Cender & Company, LLC.

This refunding represents another small step forward to the overall fiscal recovery effort. The great result (i) reflects the markets continued recognition of the Emergency Manager Team’s and DUAB’s efforts thus far at returning the School Corporation to fiscal solvency as Fifth Third Securities saw new and additional accounts interested in the credit, (ii) reinforces the strength of the Indiana Intercept Program for public schools, and (iii) demonstrates that the School Corporation has access to the capital markets for future refundings and potential new money projects.

TAFT STETTINIUS & HOLLISTER LLP

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## 4.0 ROOSEVELT RECOMMENDATION

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### GCSC AND EDISONLEARNING NETWORK INNOVATION AGREEMENT

GCSC and EdisonLearning entered into an Innovation Network Agreement in 2017. In summary, Edison operates Roosevelt High School, currently called Theodore Roosevelt College and Career Academy (TRCCA) and GCSC maintains the Roosevelt building.

Maintenance of the Roosevelt building, like all GCSC buildings, includes the following services.

- ◆ Utilities
- ◆ Maintenance
  - Major
  - Preventative
  - Emergency
- ◆ Custodial
- ◆ Repairs
- ◆ Grounds

### CONDITION OF THE ROOSEVELT BUILDING PRIOR TO FEBRUARY 2019

The Roosevelt building was built in 1922. The heating system is mostly original equipment and systems. Boilers heat water which is circulated via pipes behind walls throughout the building and into individual rooms.

The pipes behind the walls that run throughout the over 700,000 square foot building are mostly original and have not been repaired or replaced over time.

### DAMAGE TO THE ROOSEVELT BUILDING IN FEBRUARY 2019

Extreme weather struck Gary and the Region in February 2019. Water pipes and univents froze and then burst throughout the building. Damage to building was significant.

After several weeks of attempted repairs efforts were stopped. With the close collaboration from EdisonLearning personnel, students were relocated to the Gary Area Career Center where they are today.

## INITIAL ESTIMATED COST TO REPAIR THE ROOSEVELT BUILDING

To return the Roosevelt building to occupancy the following repairs are required.

- ♦ Pipes and univents
- ♦ Boilers as needed
- ♦ Water damage
- ♦ Air quality mitigation
- ♦ Asbestos mitigation
- ♦ Cleaning

These repairs are required throughout the building even though only a small section of the building was occupied.

The estimated costs for repairs are a range of \$6,000,000 - \$10,000,000.

Property insurance would cover less than \$1,000,000 of repairs.

## GCSC COMMUNITY OUTREACH

GCSC held two public forums to update the community and seek feedback on viable options to repair the Roosevelt building.

One public forum was conducted jointly with EdisonLearning. Information on the condition and costs to repair the Roosevelt building was presented. A video was shown and posted on the GCSC web site and social media sites so interested individuals could see the damage to the building.

GCSC asked for feedback at the forums as well as through social media sites and a dedicated email address.

## ADDITIONAL ESTIMATED COST TO REPAIR THE ROOSEVELT BUILDING

Feedback from the forums indicated the community would like to double and triple confirm the estimated costs for repairs.

GCSC issued an RFQ for contractors to provide quotes to repair the Roosevelt building. One contractor, Powers and Sons, responded to the RFQ. The Powers and Son estimated fee to repair the Roosevelt building is a range of \$9,650,000 - \$15,000,000.

## GCSC RECOMMENDATIONS REGARDING THE ROOSEVELT BUILDING

The deadline for a contractor who meet the RFQ requirements to submit a proposal was Friday January 10, 2020. Without additional proposals and cost estimates, as of January 10, 2020 GCSC now has definitive information to make a determination about the building.

- ♦ GCSC recommends not investing the millions of dollars estimated to repair and renovate the Roosevelt building.
- ♦ GCSC recommends issuing a national RFP, RFQ or RFI for entities, organizations or individuals to assume ownership of the Roosevelt building for the greatest benefit to the Gary community.